



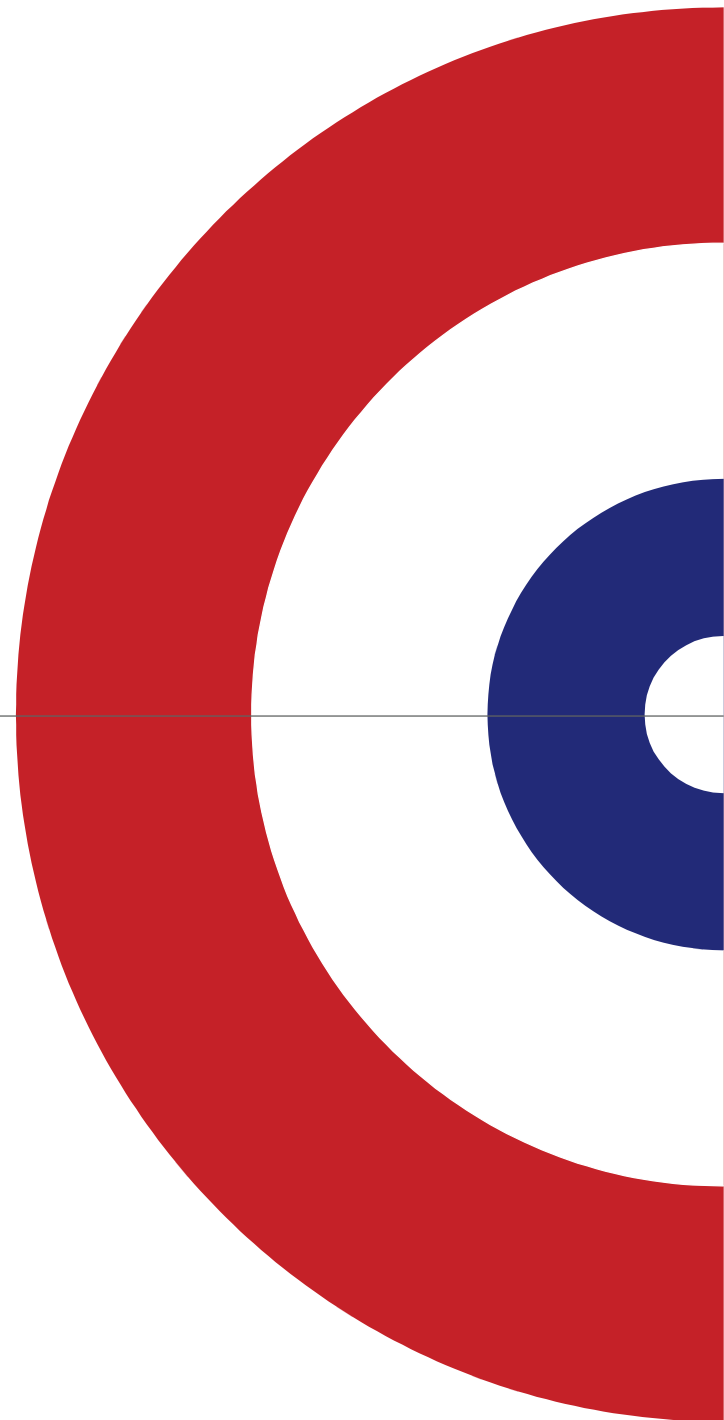
OPEN MEETINGS

Thu 23 March 2023



WORLD CURLING FEDERATION

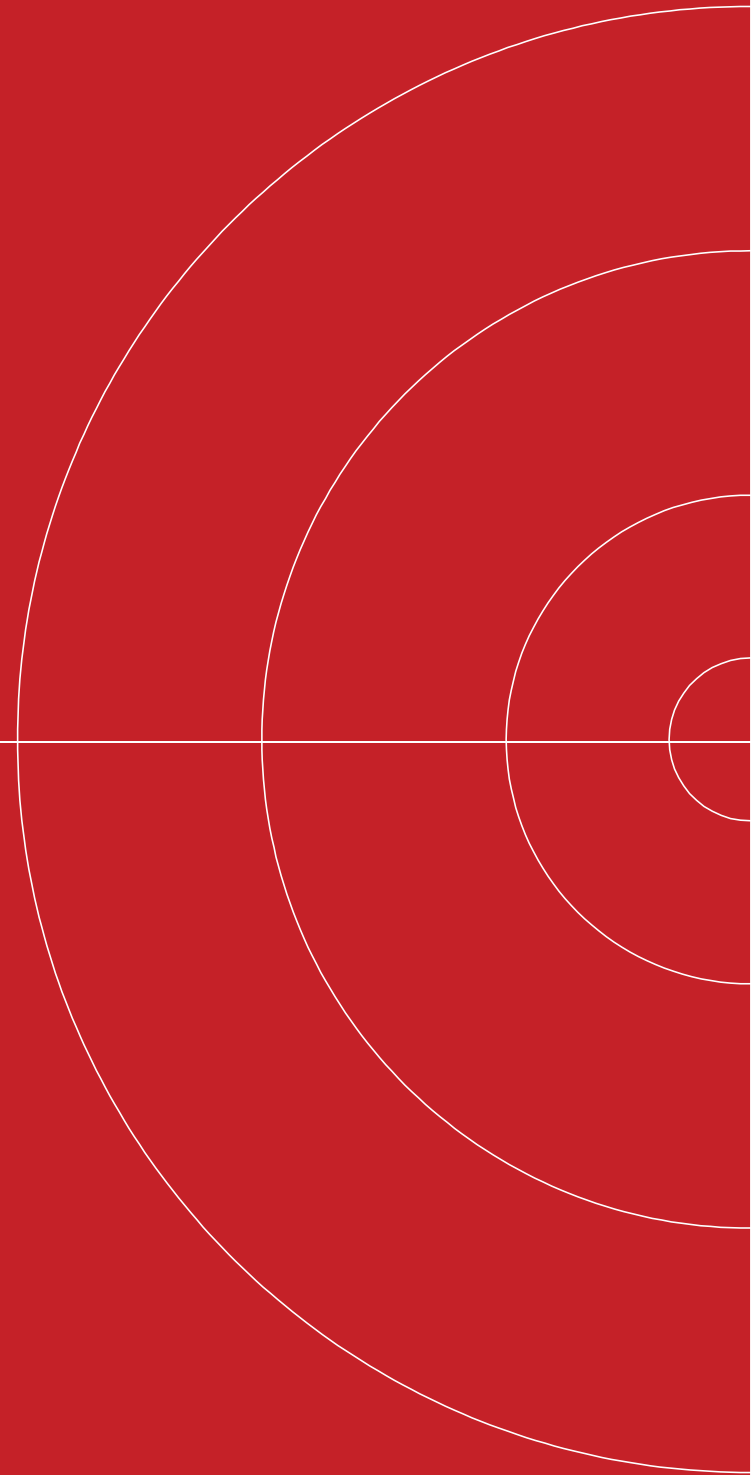
Big Ideas





Forward Plan

Building momentum



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Mission

To lead the worldwide curling community through the promotion and development of our sport, our culture and our values.

Vision

To make the world a better place by growing our sport and expanding our culture and values around the globe.

Culture and Values

We are the World Curling Federation and we work together to promote our culture and values.

We are Governed by the Spirit of Curling.

While we play our sport to win, the Spirit of our game demands good sportsmanship, kindly feeling and honourable conduct. This spirit influences our conduct both on and off the ice.

We are truthful and honest and continually strive to uphold the trust of the worldwide curling community.

We are Inclusive.

We respect differences of thought, opinion and world-view. As such, we are comprised of Member Associations of differing sizes and levels of development. We want our sport to grow around the world. We will achieve this through the development of existing Member Associations and the addition of new members. Together we are stronger because of our differences.

We are Open.

We cultivate an organisation where we can share different opinions and ideas without fear of criticism or judgment. We are committed to collaboration, accountability and mutual respect in our work together.

We are Stewards of our Sport.

We care for and protect the traditions and culture of curling. Yet, we recognise the world is an ever-changing place. As such, we welcome innovation and discovery, all while prioritising our resources, to enhance and preserve our unique sport.

We Strive for Excellence.

We strive for exceptional results in all that we do. We do not rest on our successes – we continually seek improvement and advancement as an organisation.

Together, we are the World Curling Federation.

Together, we are the World Curling Family.



Strategic areas of Focus

Organisational Sustainability

Strategic areas of Focus

Organisational Sustainability

Primary goal:

To constantly seek improvement as an organisation.

In order to pursue our Mission and realise our Vision, we must ensure that we have adequate leadership, expertise, knowledge and resources to sustain the organisation.

Identified needs:

Board to become less operational.

Create a robust structure for President succession.

Address knowledge transfer at Board level.

Increase diversity on the Board - gender, athletes, Member Association size representation.

Address single points of failure at the staff level.

Recruit and retain the best staff.

Help develop Member Associations.

Define and communicate the fundamental responsibilities for Member Association representatives.

Improve communication between Board and Member Associations.

Address oversight of rules changes.

Diversify revenue outside of the Olympic Winter Games.

Manage key stakeholder relationships - International Olympic and Paralympic Committees, local organising committees, Kays of Scotland and others.

Address gender equality.

Address environmental sustainability.

We address these needs to SURVIVE.



Strategic areas of Focus

Engagement

Strategic areas of Focus

Engagement

Primary goal:

To promote our identity, our culture and our values to an ever-increasing audience.

In order to pursue our Mission and realise our Vision, we should look to engage with our community, of curlers and stakeholders, and the non-curling population.

Identified needs:

Transform the perception of curling.

Create a mechanism to unite curlers and non-curlers, interested in the sport, worldwide.

Increase traditional and non-traditional media coverage.

Develop and communicate organisational key messages and brand guidelines.

Build awareness of community and values.

We address these needs to FLOURISH.





Strategic areas of Focus

Development

Strategic areas of Focus

Development

Primary goal:

To expand our community.

In order to pursue our Mission and realise our Vision, we should look to expand our community in terms of the number of curlers and Member Associations, as well as the number of facilities.

Identified needs:

Increase the global footprint of curling - new Member Associations.

Help Member Associations to develop more curlers.

Help developing Member Associations become self-sufficient - training, coaching, progressing from Floor Curling to on-ice.

Make significant and proactive progress in facilities developments.

Create environment for knowledge sharing and partnerships.

We address these needs to GROW.



Strategic areas of Focus

Competitions

Strategic areas of Focus

Competitions

Primary goal:

To run and showcase the best events.

In order to pursue our Mission and realise our Vision, we should showcase the best athletes in the world as the ultimate ambassadors of our culture and values.

Identified needs:

Prioritise resources for our biggest events.

Develop and pursue partnerships with event stakeholders.

Control Olympic and Paralympic access through appropriate qualification systems.

Assume responsibility of the World Team Ranking System.

Improve financial results from events.

Guarantee event hosting is beneficial for the World Curling Federation, athletes and host stakeholders.

Look to adapt curling for the future.

Innovate with technology.

We address these needs to PURSUE EXCELLENCE.



Ideation Seminar

Toronto, January 2023



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Concept

Bring together the Board and a variety of stakeholders to discuss pressing issues within the sport and look at how we can continue to ensure Curling grows and develops

Results

The discussions were distilled into six BIG IDEAS that the Board will take forward and invest in to help deliver the aims of the Forward Plan

Attendees

- WCF Board and Senior Staff
- Marketing Partners

Martin Lindemann, Infront
Kathy Henderson, Curling Canada

- Broadcast Partners

Scott Higgins, TSN

- Event Management

Jennifer Kjell and Kristi Petruschak, Rogers SportsNet (owners of the Slams)
JP Hong (Past Olympic Sport Manager)

- Organisational Sustainability

Michael Marklund

- Athletes

Tyler George, Agnes Knochenhauer, Matt Dunstone, Ray Hussain

- Commercial Partners

Chad McMullen

Speakers – Day One

- Andrew Ryan, Association of Summer Olympic International Federations
What does a Modern IF look like?
- Chris Solley, World Academy of Sport
Sustainable Venue Solutions
- Mike Laffin, Global Sustainable Sport
Introduction to sustainability
- Dr Richard Norman, Academic
The impact of DEI on Sport

Speakers – Day Two

- Jackie Nisbet and Andrew Moss, International Tennis Federation
Event Calendar, Ranking and Licensing
- John Easterbrook and Jeff Price PGA of America
How to attract new audiences and change the image of a sport
- Uli Lacher, Media Consultant
Maximising Sponsorship Income
- Yiannis Excharcos, CEO, Olympic Broadcast Services
Future Trends in Broadcasting
- Joe Gesue, SVP, Olympic Programming, NBC
Changes in Media Consumption

The conversation

- What do we want the WCF to stand for?
- Are we prepared to make investment to build the future?
- How do we get more facilities?
- How do we support our athletes?
- How do we better engage athletes, members, fans - everyone?
- What data do we have, what data do we need and how do we use it?
- How do people watch our sport?

What does a modern WCF look like?



Big Ideas

Brand Refresh



Brand Refresh

Primary goal:

To create an updated brand for the Federation which showcases a modern, vibrant sport. This is more than just a logo, it is about what the brand says about the sport and how we want to describe the sport to the wider world.

Next Steps:

- Global Growth Marketing Agency – WePlay – have been engaged to conduct the brand refresh
- The project is aimed to be completed ahead of the Congress in September 2023.



Big Ideas

Athletes, Events and Calendar

Athletes Events and Calendar

Primary goal:

To develop a coherent calendar of events for our athletes, to provide education and support for the athletes and to extend and strengthen the role of the Athlete Commission

Next Steps:

- Employ a full time Athlete Support Officer to work with the Athlete Commission
- Create an Athlete Licensing System that ensures all athletes competing at the elite level are given the educational support they need to meet the responsibilities of competing at the elite level
- Review calendar and ranking systems in other sports, in particular the system used by the International Tennis Federation, and assess how a similar system could be adopted in Curling
- Create an Event Licensing System that ensures athletes and events have a clear understanding of what the expectations are of events at different levels

This is a long term project with a complete calendar revamp to be ready for the season following the next Olympic Winter Games



Big Ideas

Facilities



Facilities

Primary goal:

To develop a network of facilities across the World that are owned, operated or run in partnership with the World Curling Federation

Next Steps:

- Work with the World Academy of Sport to develop their facility fund and build concept of 'Sustainable Venue Solutions' within Curling
- Create accreditation for WCF International Training Centres and Centres of Excellence
- Seek existing and new facilities interested in partnering with WCF in these projects



Big Ideas

Commercial Development

Commercial Development

Primary goal:

To diversify the income streams of the World Curling Federation to provide additional new sources of revenue to be invested in the sport

Next Steps:

- Employ a full time Business Development Manager
- Set up a Commercial Development Working Group under the leadership of VP Hugh Millikin
- Create commercial partnerships with existing and new partners
- Work to develop the 'World Curling Family' concept, an added value membership club aimed at curlers and fans worldwide



Big Ideas

Stakeholder Engagement



Stakeholder Engagement

Primary goal:

To ensure a world leading system of interaction with Members and Stakeholders

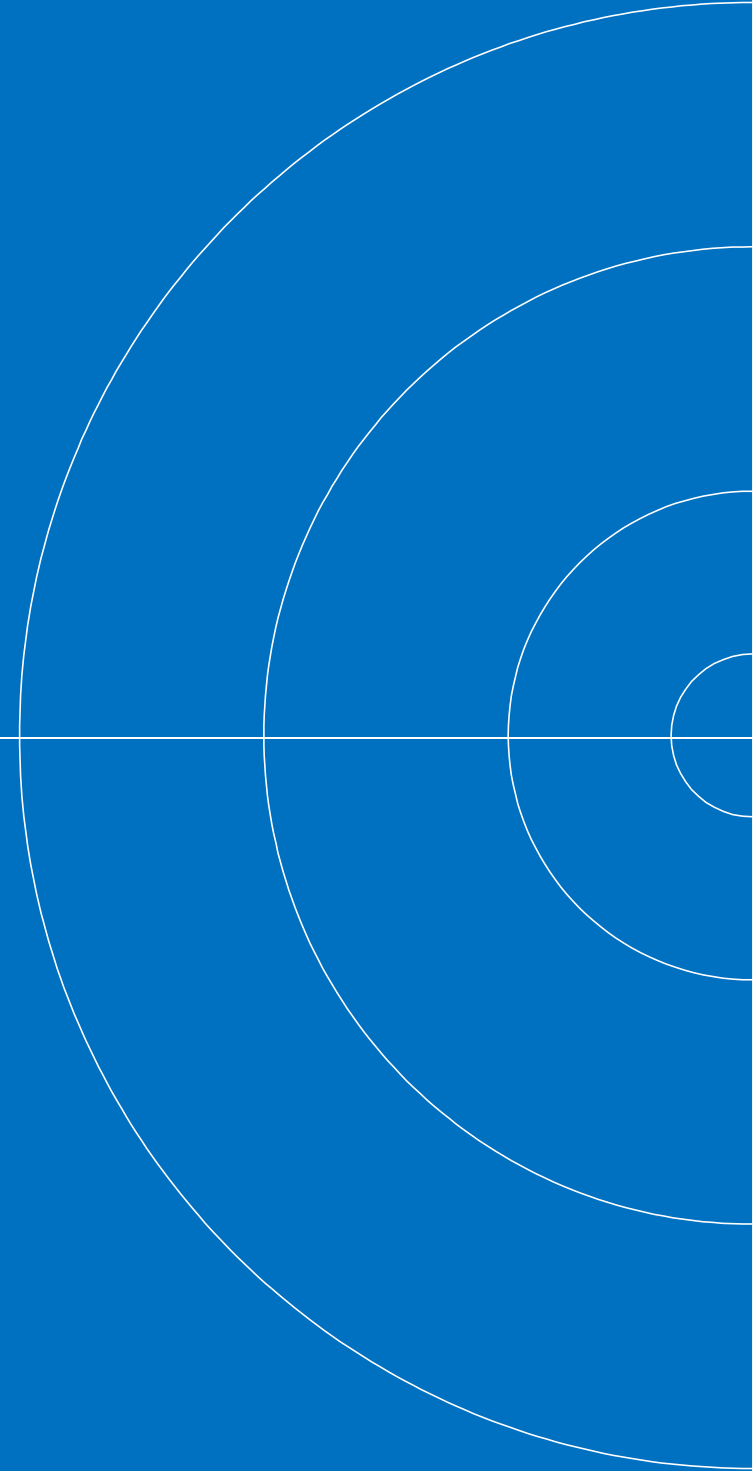
Next Steps:

- Develop a survey for Member Associations assessing current practices
- Create a regular network of smaller group interactions of member associations led by Board members
- Strengthen the role of the Athlete Commission looking to widen the scope of the athletes it covers



Big Ideas

Big Data



Stakeholder Engagement

Primary goal:

To use data to enhance the sport of curling whether through the fan experience of access to information or improving the efficiency of the Federation

Next Steps:

- Create a Data Management Group
- Review all current use of Data by Federation, including systems for storage and access
- Develop comprehensive IT Strategy for the Federation assessing options to allow cascading of systems to Member Associations to ensure full compatibility and ability for systems to share information and streamline workflows

Big Ideas

1. Brand Refresh - All
2. Athletes, Events and Calendar – Jill/Rob
3. Facilities – Sergio/Toyo/Kim
4. Commercial Development – Hugh/Rob
5. Stakeholder Engagement – Graham/Helena/Kim
6. Big Data – Helena/Hugh

